



## **Food and Nutrition Information Center**

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### **Food Service Management Resource List January 2007**

This publication is a compilation of resources for professionals involved in school food service. The resources are in a variety of information formats: articles, books and full-text materials on the World Wide Web. Resources chosen provide information on many aspects of school food service.

The resources included for this list contain reliable information and are available nationwide. Your local library or bookstore can help you locate these materials. Other items can be obtained from the source listed. Opinions expressed in the publications do not necessarily reflect the views of the U.S. Department of Agriculture.

Resources that are part of the National Agricultural Library (NAL) collection have an NAL Call Number listed. Lending and copy service information can be found at <http://www.nal.usda.gov/fnic/general/lending.html>. URLs are included when the material is available online in full text. Materials cannot be purchased from the Library. Please contact the publisher/producer if you wish to purchase any materials on this list.

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**A. Books**

**Competencies, Knowledge and Skills of Effective District School Nutrition Directors/Supervisors – 2001 Edition**

Alice Jane Rainville and Deborah H. Carr

National Food Service Management Institute

University, MS: NFSMI, Division of Applied Research, 2001. 84 pp.

**Web site:** <http://www.nfsmi.org/Information/competencies2001.pdf>

**Description:** A detailed list of competency, knowledge, and skill statements and a job description for a school nutrition manager.

**Competencies, Knowledge, and Skills of Effective School Nutrition Managers – 2003 edition**

National Food Service Management Institute

University, MS: NFSMI, Division of Applied Research, 2003. 151 pp.

**Web Site:**

[http://www.nfsmi.org/Information/competencies\\_managers\\_rev03.pdf](http://www.nfsmi.org/Information/competencies_managers_rev03.pdf)

**NAL Call Number:** TX911.3.M27 C64 2004

**Description:** A detailed list of competency, knowledge, and skill statements and a job description for a school nutrition manager.

**Contemporary Management Theory: Controlling and Analyzing Costs in Foodservice Operations, 4<sup>th</sup> edition**

James Keiser, Frederick J. Demicco, and Robert N. Grimes

Upper Saddle River, NJ: Prentice Hall, 2000. 556 pp.

**ISBN:** 0130839086

**Description:** A resource and reference book; the authors provide balanced treatment of both commercial and institutional operations in both profit and non-profit arenas. This book explores the role of computer applications, management information systems, and new developments in management through numerous examples that realistically portray the field. The book provides insight regarding the food industry with segments written by leaders in the field.

**Energy Conservation Manual for School Food Service Managers**

Ann M. Messersmith, George Wheeler, and Victoria Rousso

National Food Service Management Institute

University, MS: NFSMI, Division of Applied Research, 1994. 68 pp.

**Web site:** <http://www.nfsmi.org/Information/Research.html#Energy>

**NAL Call Number:** TX911.3 E45M477 1994

**Description:** Resource manual on energy monitoring and conservation. Includes references, glossary/equations, sample forms, and technical information.

**Foodservice Management Study Course, 3<sup>rd</sup> Edition**

Shirley Gilmore

Ames, IA: Iowa State University Press, 1999. 234 pp.

**NAL Call Number:** TX911.3 M27 G46 1999

**Description:** Presents a workbook-style study course designed to help students and foodservice employees identify personnel management responsibilities of foodservice supervisors, to apply principles and procedures in working with employees, and to understand the relationship between supervisors and employees. Includes chapter summaries, review questions, and activities. This third edition covers areas such as empowerment, management of a diverse workforce, and drugs in the workplace.

**Food Service Menus: Pricing and Managing the Food Service Menu for Maximum Profit**

Lora Arduser

Ocala, FL: Atlantic Publishing Company, 2003. 144 pp.

**ISBN:** 0910627231

**Description:** Detailed information on designing and pricing for profit; Learn menu costing, pricing, layout, design, & menu analysis; Provides practical and realistic examples on maximizing profits.

**From Turnover to Teamwork: How to Build and Retain a Customer-Oriented Foodservice Staff**

Bill Marvin

New York, NY: John Wiley & Sons, 1994. 189 pp.

**NAL Call Number:** TX911.3.P4M383 1994

**Description:** Discusses such staff-related issues and concerns as improving training programs; coping with discipline problems; salary structure, wages, and benefits; encouraging excellence (recognition, bonuses and other incentives); performance reviews; creating rapport between staff and management, etc.

**A Guide to Centralized Food Service Systems**

National Food Service Management Institute

University, MS: NFSMI, 2002. 192 pp.

**Website:** <http://www.nfsmi.org/Information/Research.html#Energy>

**Description:** A guide developed to assist school food service directors in making decisions about whether or not to centralize food production in their districts.

**Guide for Purchasing Foodservice Equipment**

National Food Service Management Institute

University, MS: NFSMI, 1998.

**Web site:** <http://www.nfsmi.org/Information/PurchasingGuide.html>

**NAL Call Number:** TX912 G85 1998

**Description:** Presents a decision-making process and critical pathway approach to purchasing conventional foodservice production equipment. Addresses issues related to new construction, renovation, and replacements.

**Management Practice in Dietetics**

Nancy R. Hudson

Brooks Cole Publishing, 2005. 480 pp.

**ISBN:** 0534516572

**Description:** Hudson (University of California-Berkeley) presents management principles applicable across diverse specialties in dietetics and foodservice, providing readers with practical tools for supervising work and financial and human resources. This second edition features real-life examples and "in practice" sections in every chapter, plus an expanded focus on foodservice management, with material on unionized employees, menu planning, nutritional technology, and food safety. Content has been updated to reflect the latest industry trends and management concepts.

**NETPRO I: Workshop Reports**

National Food Service Management Institute, Division of Education and Training

University, MS: NFSMI, Division of Education and Training, 1993.

**NAL Call Number:** Z5986.N48 1993

**Description:** Bibliography of additional training materials for the Network for Professionals for Staff Development Workshop sponsored by the National Food Service Management Institute. Lists training materials available from the following states: Arkansas, Arizona, Colorado, Georgia, Iowa, Kansas, Massachusetts, Tennessee, and West Virginia.

**Network for Professionals for Staff Development: NETPRO**

National Food Service Management Institute, Division of Education and Training

University, MS: NFSMI, Division of Education and Training, 1992.

**NAL Call Number:** TX911.3.T73N37 1992

**Description:** The objectives of this workshop were to promote a vision of a network for staff development that would link national, state, regional, district/agency, and customer-site resources and services; to define state models for a network for staff development; to identify guidelines for effective teamwork that promote networking; to identify training skills which enhance the networking process; and to create a plan for implementing a state network for staff development.

#### **NFSMI Needs Assessment of School Foodservice Directors**

Roy S. Maize and Martha Conklin

National Food Service Management Institute, Office of Applied Research  
University, MS: NFSMI, Office of Applied Research, 1995. 11 pp.

**NAL Call Number:** TX911.3.M27M29 1995

**Description:** In an effort to meet the changing needs of its customers, the NFSMI conducted a national needs assessment to assist in developing a strategic plan for the major offices of the Institute. The objectives of the study were to determine school foodservice directors' knowledge of NFSMI programs and services and to determine school foodservice directors' levels of need for assistance from NFSMI on job-related issues. This report presents the results of that study.

#### **On the Road to Professional Food Preparation**

National Food Service Management Institute

University, MS: NFSMI, Division of Education and Training, 1993.

**NAL Call Number:** Kit no. 194

**Website:**

[http://healthymeals.nal.usda.gov/schoolmeals/Resource\\_Cafe/Resource\\_Details.php?ID=225](http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=225)

**Description:** Designed to be used by the school food service manager to provide training for new employees and/or review for other employees. Four one-hour lessons are designed to be taught in short segments. The subjects of the lessons are the recipe, weights and measures, portion control and recipe adjustment.

#### **Presenting Service: The Ultimate Guide for the Foodservice Professional**

Lendal H. Kotschevar and Valentino Luciani

John Wiley & Sons, 2007.

**ISBN:** 0471475785

**NAL Call Number:** TX911 .K66 2007

**Description:** There is an art to good service that can be trained and taught and Presenting Service: The Ultimate Guide for the Foodservice Professional, 2nd Edition provides students with the skills to create a good dining experience through good service. The book uses a detailed approach to providing service in restaurants and foodservice operations to give all the information necessary to succeed.

**Professional Development Needs Reported by School Food Service Directors and Recommendations for Meeting Directors' Needs: Results of a National Study**

National Food Service Management Institute  
University, MS: NFSMI, 2000.

**Web Site:** <http://www.nfsmi.org/Information/Research.html>

**Description:** An assessment of school food service directors was conducted, and a plan was developed to help improve management.

**Quantity Food Production, Planning, and Management, 3<sup>rd</sup> Edition**

John Barton Knight and Lendal H. Kotschevar  
New York, NY: John Wiley & Sons, 2000. 500 pp.

**NAL Call Number:** TX943 K57 2000

**ISBN:** 0471333476

**Description:** When it comes to handling the demands of the foodservice industry, there is no single approach. Quantity Food Production, Planning, and Management goes beyond the mere teaching of technical skills to address the multitude of situations and challenges facing operators today. This book covers all aspects of preparing large amounts of food in commercial operations, including planning, management, and related issues such as nutrition, equipment, service, purchasing, profitability, and property.

**Quick Steps to Success**

New Jersey Team Nutrition, New Jersey Department of Agriculture,  
Department of Nutritional Services, Rutgers University, 2001.

**NAL Call Number:** TX364.Q85 2003

**Website:**

[http://healthymeals.nal.usda.gov/schoolmeals/Resource\\_Cafe/Resource\\_Details.php?ID=622](http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=622)

**Description:** 10-15 Minute lessons for school food service personnel-covering customer service, food safety, nutrition, menus and portion control.

**Report on Indicators and Evidence of Achievement of Nutrition Integrity Standards**

Jeannie Sneed

National Food Service Management Institute  
University, MS: NFSMI, 1994. 64 pp.

**Web site:** <http://www.nfsmi.org/Information/Research.html>

**NAL Call Number:** TX360.U6 S64 1994

**Description:** Summarizes the procedures used to develop and validate the indicators and evidence of achievement for each nutrition integrity standard. Presents the completed indicators of nutrition integrity and evidence with a summary of recommendations.

**Residential Child Care Institutions (RCCI) Food Service Manual**

Boise, ID: Idaho State Department of Education, 1999.

**Web site:**

[http://healthymeals.nal.usda.gov/nal\\_display/index.php?info\\_center=14&tax\\_level=1&tax\\_subject=412](http://healthymeals.nal.usda.gov/nal_display/index.php?info_center=14&tax_level=1&tax_subject=412)

**NAL Call Number:** TX361.C5 R47 1999

**Description:** This publication is intended for residential child care institutions that participate in the National School Lunch and School Breakfast Programs.

**Retaining Your Foodservice Employees: 40 Ways to Better Employee Relations**

Karen Eich Drummond

New York, NY: Van Nostrand Reinhold, 1992. 210 pp.

**NAL Call Number:** TX911.3.P4D785 1992

**ISBN:** 0442005717

**Description:** Successful foodservice operations can no longer treat employees as disposable assets, especially in light of today's dwindling pool of workers. It identifies what today's employees want out of their jobs.

**Total Quality Management for the Food Industries**

Wilbur A. Gould

Baltimore, MD: CTI Publications, 1992. 164 pp.

**NAL Call Number:** TP372.5.G69 1992

**Description:** This text discusses total quality management of food service operations under the philosophy that management must provide the right machinery, materials, methods, and train the manpower for greater quality assurance and improved productivity.

**The World of Culinary Supervision, Training, and Management, 2<sup>nd</sup> Edition**

Noel C. Cullen

Upper Saddle River, NJ: Prentice Hall, 2000. 366 pp.

**NAL Call Number:** TX911.3.M27 C85 2000

**ISBN:** 0130225436

**Description:** Offering a unique perspective of the chef as a supervisor and mentor, this timely book examines culinary supervision, training, and management, with an emphasis on total quality management and total quality communication. Written by a Certified Master Chef with over 25 years of experience in the field.

## **B. Kits**

### **Offer Versus Serve**

USDA, Team Nutrition, 2004.

**NAL Call Number:** Kit No. 451

**Website:**

[http://healthymeals.nal.usda.gov/schoolmeals/Resource\\_Cafe/Resource\\_Details.php?ID=846](http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=846)

**Description:** Offer versus Serve is a concept that allows students to decline some of the food offered in a school breakfast or lunch. This training program applies the OVS concept to menu planning and the determination of reimbursable school meals. It can be used in all menu planning approaches (traditional food-based, enhanced food-based, and nutrient standard menu planning). The resource pack includes a reference guide, Leader's guide for each meal planning approach, a CD of print materials, and a video showing an overview of each menu-planning option in VHS and DVD formats.

### **Thermometer Information Resource**

National Food Service Management Institute

University, MS: NFSMI, 2005.

**Website:** [http://www.nfsmi.org/Information/thermometer\\_resource.html](http://www.nfsmi.org/Information/thermometer_resource.html)

**Description:** Contents of this resource specifically focus on the importance of consistently using thermometers in Child Nutrition Programs. This resource is designed to teach staff how to: select thermometers, purchase thermometers, calibrate thermometers, use thermometers appropriately to monitor temperatures, document temperatures, develop corrective action as needed to meet temperature standards.

## **C. Videos**

### **Coaching Employees: Will You Make a Difference?**

National Food Service Management Institute

University, MS: NFSMI, 2004.

**Web Site:** [http://healthymeals.nal.usda.gov/schoolmeals/Resource\\_Cafe/Resource\\_Details.php?ID=739](http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=739)

**NAL Call Number:** Videocassette no. 3365

**Description:** Discusses the relationship between a coach and team members. Topics covered include active listening and constructive feedback.



**Developing an Emergency Readiness Plan**

National Food Service Management Institute  
University, MS: NFSMI, 2003.

**Web Site:** [http://healthymeals.nal.usda.gov/schoolmeals/Resource\\_Cafe/Resource\\_Details.php?ID=665](http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=665)

**NAL Call Number:** Videocassette no. 3316

**Description:** This 2- hour satellite teleconference videotape addresses possible disruptions that may hinder a foodservice operation and identifies six important steps to consider when developing an emergency readiness plan.

**Get Ready, Get Set, Go for Quality Service**

Carolyn Hopkins  
National Food Service Management Institute  
University, MS: NFSMI, 1996.

**Web Site:** [http://healthymeals.nal.usda.gov/schoolmeals/Resource\\_Cafe/Resource\\_Details.php?ID=335](http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=335)

**NAL Call Number:** Videocassette no. 27559

**Description:** This video introduces the concept of value added productivity which is a method to decrease the amount of time and energy spent on production and service while improving food quality and customer satisfaction. Finding ways to improve the quality of food and service requires a team effort. This module is designed for school food service managers to use in employee training to describe value added productivity, preparation of items using a batch process, and customer service

**Inventory Management (BLT) Modules**

National Food Service Management Institute  
University, MS: NFSMI, 2000.

**Web site:** <http://www.nfsmi.org/Information/blt2000index.htm>

**NAL Call Number:** Videocassette no. 3087

**Description:** Breakfast Lunch Training (BLT) module designed for school food service directors to use in training managers. Four lessons focus on the general principles of inventory management: Organization for Inventory Control, Record Keeping, Product Safety, and Cost Control. The module includes an instructors guide, workbook, 24 minute videotape, and three 8 ½ x 11" color wall charts that list maximum food storage times for refrigerator, freezer, and storeroom.

**Measuring Success with Standardized Recipes**

National Food Service Management Institute  
University, MS: NFSMI, 2002.

**Web Site:** [http://healthymeals.nal.usda.gov/schoolmeals/Resource\\_Cafe/Resource\\_Details.php?ID=657](http://healthymeals.nal.usda.gov/schoolmeals/Resource_Cafe/Resource_Details.php?ID=657)

**Description:** This training package addresses the benefits of using and developing standardized recipes. Designed to assist school food service and child care managers and employees with development and use of standardized recipes in their operations.

**Quick Steps to Success**

New Jersey Team Nutrition, 2003.

**NAL Call Number:** TX364 .Q85 2003

**Description:** Ten to fifteen minute lessons for school food service personnel covering customer service, food safety, nutrition, menus and portion control.

**D. Web Sites**

**Evaluation of the School Breakfast Program Pilot Project**

**Web Site:**

<http://www.fns.usda.gov/oane/MENU/Published/CNP/FILES/SBPPFinal.pdf>

**Description:** An analysis of the School Breakfast Pilot Program, which offered free breakfast to students, regardless of household income. Data were collected on the implementation and impact of the pilot.

**Healthy Meals Resource System**

**Web Site:** <http://healthymeals.nal.usda.gov/>

**Description:** The Healthy Meals Resource System (HMRS) provides information to persons working in USDA's Child Nutrition Programs. It is maintained by the National Agricultural Library's Food and Nutrition Information Center and the University of Maryland in collaboration with USDA's Food and Nutrition Service.

**National Food Service Management Institute's Resource Guide**

National Food Service Management Institute

University, MS: NFSMI, 2006.

**Web Site:** <http://www.nfsmi.org/Information/resourceguide0607.pdf>

**Description:** The National Food Service Management Institute Guide contains information on appropriate educational materials, videos, applied research reports, and other resources for a food service manager. These items are produced on a cost-recovery basis.

**National Food Service Management Institute's Effective Leadership and Management Style Module**

National Food Service Management Institute

University, MS: NFSMI, 2001.

**Web Site:** [http://www.nfsmi.org/Information/HR\\_modules/leadership/Effective\\_trans.pdf](http://www.nfsmi.org/Information/HR_modules/leadership/Effective_trans.pdf)

**Description:** This module is designed to help explain the difference between management and leadership, examine styles of management and leadership, tie issues of empowerment, delegation, and motivation to leadership, and help leaders recognize and apply leadership practices.

**National Food Service Management Institute's Building an Effective Team Module**

National Food Service Management Institute  
University, MS: NFSMI, 2001.

**Web Site:** [http://www.nfsmi.org/Information/HR\\_modules/leadership/Building\\_mod.pdf](http://www.nfsmi.org/Information/HR_modules/leadership/Building_mod.pdf)

**Description:** This module was developed to meet a need for relevant materials that would provide directors and supervisors the tools to teach managers effective management skills.

**Relationship of the Physical Dining Environment and Service Styles to Plate Waste in Middle/Junior High Schools**

Alfonso Sanchez and Luis Contreras  
National Food Service Management Institute  
University, MS: NFSMI, 2004. 59 pp.

**Web Site:**  
[http://www.nfsmi.org/Information/environment\\_and\\_plate\\_waste.pdf](http://www.nfsmi.org/Information/environment_and_plate_waste.pdf)

**Description:** Presents the results of a research project designed to measure aspects of the physical environment in relation to actual food consumption during lunch. Researchers measured environmental factors (lighting, noise, temperature, and humidity) and plate waste at four public junior high schools in a West Texas city. The plate waste data were gathered through the scrape/weigh method, along with a survey on the children's satisfaction with the food offered and the physical aspects of the cafeteria setting. The only positive correlation between environmental conditions and plate waste was humidity. When the relative humidity was higher, the amount of plate waste also increased. The report includes 31 references.

**E. Other**

**Building Human Resource Management Skills Training Modules**

- Achieving an Effective Food Service System (1 of 3)
- Leadership Development for Managers
- Management Skills for Success

National Food Service Management Institute  
University, MS: NFSMI, 2001.

**Web site:**

<http://www.nfsmi.org/Information/2003resourceguide.htm#building-hr>

**Description:** Designed for food service managers, each of the three kits consists of 7 to 8 modules, PowerPoint slide presentations, masters for participant handouts, transparencies, one videotape, and an instructor manual on the topic indicated in the title.

This publication was developed through a Cooperative Agreement between the Food and Nutrition Information Center and the Department of Nutrition and Food Science in the College of Agriculture and Natural Resources at the University of Maryland.

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